

**FACTORS AFFECTING EMPLOYEE PERFORMANCE IN GOVERNMENT
PARASTATALS IN KENYA: A CASE STUDY OF THE KENYA POWER AND
LIGHTING COMPANY LIMITED -NAKURU**

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DECLARATION

Declaration by the Student

This project is my original work and has not been presented for a degree in any other University

Signature.....

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Declaration by the Supervisor

This project has been submitted for examination with my approval as University Supervisor

Signature.....Date

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DEDICATION

Dedication of this study work to my parents Mr. and Mrs. Nandwa for their patience and understanding, in the course of my studies when they most needed my attention and whose prayers, love and tolerance have strengthened me all through my course time. I also dedicate this work to my best friend and companion Vikta Aradi for his support through my undergraduate program.

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ABSTRACT

The study aimed at determining factors affecting employee performance in government parastatals in Kenya. The specific objectives of this research study were to determine the effect of working condition, leadership, training and compensation on employee performance in government parastatals in Kenya. The study is expected to be of great benefit to the management of the Kenya Power and Lighting Company Limited, other government parastatals and other researchers. Descriptive research design was used. The population was 32 employees at Kenya Power Nakuru Branch. Since the population was of manageable size, the researcher adopted census technique to incorporate all the targeted employees. Primary data was collected through the use of open ended questions which were administered and collected later while closed ended questions were used to collect secondary data. Data was presented in graphs and tables. It was concluded that employees within the organization manages to balance their daily necessities and the work demand. The study further concluded that senior management engages junior employees in decision making process which enhances their dedication to the firms aim. Finally, the researcher concluded that Kenya Power Company promotes employee on the basis of academic qualification and experience. Kenya power should have a good program in place for their employees work life balance as this can be a great factor to motivate and improve their performance. Government institutions need to set safe and comfortable working environment for their employees to consequently increase their performance. The researcher further recommended that it is important for the Kenya Power should ensure that it arranges its plans effectively so as to manage its employees need with the organization attainments and thus improving the employee productivity. There is a need for another study to be undertaken on effect of pay-for performance on employee performance in public institutions.

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LIST OF ABBREVIATIONS

HRM	Human Resource Management
NDOH	National Department of Health
UK	United Kingdom
SPSS	Statistical Package for the Social Sciences
MSMEs	Micro, Small and Medium Enterprises
ECP	Emerging Capital Partners
MQL	Marketing Qualified Lead

OPERATIONAL DEFINITION OF TERMS

Compensation	This includes paying cash directly or indirectly in the form of employee benefits and incentives to motivate employees to strive for higher levels of productivity is a critical component of the employment relationship
Employee Performance	This is the determination of employee effectiveness within the organization
Leadership	This is an ability of a person to influence followers
Training	This is the process of acquiring skills and knowledge to enable an employee to perform organization activities effectively
Working Conditions	This is a state in which an employee undertakes his/ her duties

CHAPTER ONE

INTRODUCTION

1.0 Introduction

The chapter provides a foundation of the study. It provides and indicates what is contained in first chapter of the study and acts as the first outlines of the case under study.

1.1 Background of the Study

Employee performance implies how well an employee performs at work and then afterwards measured against the generally accepted indicators of performance standards that are set by the organizations Mandisahona (2013). There are factors that affect employee performance in an organization. These elements include; working condition commonly known as ergonomics, the health condition and employee's well-being, available technology and equipment of work, employee's level of skills among others. Employee participation and empowerment, job restructure including based production systems, exhaustive training of employee in the working environment, and incentive reward based on performance widely presumed to enhance the performance of organizations.

Employee performance is an essential building block of an organization and elements which establish the framework for high performance must be explored by the organizations, since each organization can't rely on an individual's input, rather, input from all team players of the organization. Performance is a major diverse concept with an aim to achieve results and is highly inter-linked to strategic targets in an organization. Managers at all positions need to consolidate their efforts and make greatest utilization of their capacities which some of the time are conceived under control or without it. Be that as it may, there are a few trusts from chairmen working in a business (Moynihan, 2009).

According to Nyhus (2015), employee development stands out amongst the most essential elements of Human Resource Management. Employee progress infers to outstretch the capability of an individual and organization all together; hence, employee progress is inclusive of individual employee progress and overall prosperity of an

organization due to increase of overall employee performance and consequently organizational efficiency.

Kinyili (2012) states that a productive, inspired and all-around prepared employee is relied upon to be one of the significant establishments of an organization. In Kenya, analysis based on employee's performance indicates that, performance is unsatisfactory as often highlighted in dailies and other publications. Literature reviewed revealed that there are several factors that can contribute to unsatisfactory staff performance. In this case, it steered the researcher's interest to undertake research in the area of government parastatals targeting the Kenya Power and Lighting Company-Nakuru Branch staff.

As indicated by Lee (2012), a workplace relying upon the managerial, administration, people and communication designs between the theories, is an arrangement of attributes that recognize the organization from others and the qualities of the organization's internal environment. This results from the interaction results of objectives, controls, principles, methodology and strategies that are connected in the organization and understood by the employees in the organization, in addition may directly or indirectly affect an individual's conduct and performance at work which eventually leads to organization's achievement of goals..

Hofstede (2011) states that, if the managers mentor, engage or upgrade the employees' support to the task, the employees will work hard. The performance of the employees increases positively if the control and attitude of leaders is interactive and promoting, at that point the employees work towards the advancement of the organization. In the event that the supervisor is impartial towards employees, these organizations advance more than others. It is fundamental that a manager is unbiased and in-discriminatory in handling employees. According to Carlson (2016), skillful employees are the primary asset of any organization in gaining competitive advantage. Land, structures or materials don't yield organization output, rather, it is 'individual's capital' that maintains a business and produces monetary worth from existing assets. An organization's genesis of competitive advantage lies solely with employees. Various marketing strategies and other form of product promotion represent every sense of organization differentiation.

Appiah (2011), indicated that good remuneration has been observed throughout the years to be one of the policies the organization can adopt to improve their staff performance and, in this case increasing the organization's productivity. Likewise, with the present worldwide monetary pattern, most businesses have realized the fact that for their businesses to compete positively, the performance of their employees goes far in deciding the accomplishment of the organization. Most organizations today have been adjusting and re-arranging themselves in different aspects keeping in mind the end goal to compete in the 21st century, but that in general compensation systems have unfortunately been left lagging behind.

1.2 Statement of the Problem

Today, the major concern of corporate organizations is to enhance employees' job performance in order to get the desired results from them, and this is turning out to be more challenging and difficult due to competitive nature of company environment. There are many indicators of low performance among the parastatals in Kenya hence the researcher's interest to research on this area. Most of the employees: report to work late and they leave early before time, look for all kind of excuses not to report on duty or use time wasting techniques in that they can spend the whole day reading newspapers, they have not kept abreast with changing times such as the use of modern information technology. Due to the low morale among the employees, low performance is evident in the government parastatals in Kenya (Mwangi, 2008).

These employees are not able to complete their work within the stipulated time-period and at the end it is the employer who suffers due to reduced revenue/returns. On the other hand, most of the employees have compromised their ethics when conducting organization operations (Rainey, 2009). Carrell (2002), states that the secrets of success, for any business are highly motivated and enthusiastic employees who will deliver both quality and quantity. The study therefore sought to assess the factors affecting employees poor performance and ways on how to use these factors to boost employees' morale.

1.3 Objective of the Study

1.3.1 General Objective

The general objective of this study was to work out factors touching employee performance in government parastatals in Kenya with reference to The Kenya Power and Lighting Company-Nakuru Branch

1.3.2 Specific Objective

- i. To determine the effect of working conditions on employee performance in government parastatals in Kenya.
- ii. To investigate how leadership affect employee performance in government parastatals in Kenya.
- iii. To establish the effect of training on employee performance in government parastatals in Kenya.
- iv. To find out how compensation affect employee performance in government parastatals in Kenya.

1.4 Research Questions

- i. How does an employee working condition affect employee performance in government parastatals in Kenya?
- ii. To what extent does leadership affect employee performance in government parastatals in Kenya?
- iii. To what extent does training affect employee performance in government parastatals in Kenya?
- iv. How does employee compensation affect employee performance in government parastatals in Kenya?

1.5 Significance of the Study

1.5.1 Management of Kenya Power and Lighting Company-Nakuru Branch

The findings will benefit the Kenya Power and Lighting Company-Nakuru Branch. It will be expected to help this organization to get required information in relation to factors

affecting employee poor performance in government parastatals to enhance the organization effectively conducts its operations.

1.5.2. Other Government Parastatals

The study findings will help in providing adequate information that will help other governmental parastatals that may be experiencing the same challenge of employee poor performance to develop best measures on how best to solve this problem of employee poor performance.

1.5.3 Other Researchers

The study will be beneficial to the present and future researchers as the study will be used as a reference material enabling researchers to carry out more research in this field and other related fields of research. The research study methodology and procedures may also be helpful to other researchers in assisting them to test or examine the findings derived in this research work.

1.6 Scope of the Study

The study sought to determine factors affecting employee performance in government parastatals in Kenya with reference to Kenya Power and Lighting Company situated at Electricity House, along Moi Road. The study target category comprised of the top-level management, middle level management and the operational staff that summed to 32 employees of Kenya Power and Lighting Company-Nakuru Branch. This research study was conducted from April to August 2018.

1.7 Chapter Summary

This section outlines what is contained in chapter one. It contains the background of the study that outlines various contributions of various authors on factors affecting employee performance. It also contains the statement of the problem, objective of the study, the significance of the study and the geographical area, target population and the time scope the study will take to be complete.

CHAPTER TWO

LITERATURE REVIEW

2.0 Introduction

This chapter commences with the introduction to literature review and proceeds with highlights on empirical literature, focus on the dependent and independent variables, gives a critical review on major issues, expounds on the summary and gaps to be filled by the researcher and concludes with the conceptual framework.

2.1 Theoretical Literature Review

This research study was highly steered by the Herzberg's two factor theory of motivation whereby employee motivators contribute to positive satisfaction whereas the hygiene factors do not contribute to positive employee satisfaction or result in higher motivation, although discontent results from their absence. Self-motivated staff tends to exhibit sensible performance even though they are never provided with considerable external motivation, however their performance will increase if they're provided with motivation. A lot of emphasis is placed on the importance of quality in the work place, priority being perceptions of work improvement and satisfaction in the industry and also on the ways that management can create a workplace that is motivating to the employees in which retention and employee satisfaction lead to improved health care (Decker, 2000).

2.2 Empirical Literature Review

2.2.1 Working conditions and employee performance

Asigele (2012) carried out a study to establish the impact of working condition on the performance of maternity and child medical service providers in Tarime region in Tanzania. A cross sectional exploratory study was led in 12 health facilities in the area. One health facility, three health centers, and eight dispensaries were included in the study. Data was assembled using survey. The discoveries revealed that the working environment significantly influence the performance of health providers within the Reproductive and Child Health unit. The study was conducted in a health sector while this study will be conducted in the energy sector.

Bushiri (2014) carried out a study to review the effect of working condition on employee' performance at Institute of Finance Management in Dar es Salaam Region. Descriptive research was used. Simple random sampling technique was used to choose the respondents for the study. Respondents for this study were fifty (50) made up of twenty-five (25) senior staff and twenty - five (25) junior staff. Structured questionnaires were used for information gathering. The study findings demonstrate that, organization working condition had an impact on individuals as far as respondents are concerned. The study also uncovered that employees' will enhance their performance if the issues identified amid the research are handled by the management. The study was conducted in a different geographical area thus the findings can't be applied in the Kenyan context.

Nanzushi (2015) conducted a study to investigate the effect of workplace condition on employee performance in the portable media transmission firms in Nairobi City County. The study targeted all the staffs at Airtel Networks Kenya Limited, Safaricom Limited and Telkom Kenya Limited based at the headquarters. The total population was 250 from Airtel, 976 from Safaricom and 400 from Telkom. The sample size included a total number of 164 employees. Descriptive research design was used for the study. The researcher utilized stratified random sampling in choosing the employees. The study used primary data which was gathered by use of semi structured questionnaire. The study established that physical condition factors, compensate, organization/expert style, training and change and work-life balance. The findings disclosed that employees were not content with the organization's leadership style. The study was situated in the telecommunication industry, while in this case it will be situated in the energy sector which is state owned completely therefore its management is not the same as that of a private organization.

Rukhmani, Ramesh and Jayakrishnan (2010) conducted a study in Pakistan on the effect of intrinsic rewards on employee's performance and discovered that an employee's ability is significantly related to their performance. In the investigation, the employee' performance study score was evaluated against their conviction that they had the ability to undertake their obligations. Employees, who demonstrated that they had faith in their

ability to perform, truly did well in the performance assessment compared to individuals who did not believe in their capacity. Leadership is a key factor that affects the perception employees have about themselves. Leaders who are productive know the importance of employee counsel so as to build their morale in their ability to perform their tasks.

Tiwar-I (2014) put emphasis on employee wellbeing and its effect on employees' effectiveness at Vindhya Telelinks reserved area in India. The study discovered that the employee welfare offices given by the organization to employees are satisfied and it is worthy of admiration, yet at the same time there is advance for change. With the goal that proficiency, adequacy and efficiency can be improved to achieve the authoritative objectives. Health, safety and welfare are the determinants of promoting the efficiency of employees.

Kamau and Kuria (2015) carried out a study on the effects of corporate welfare programs on employees' performance among business banks in Kenya, the study targeted 43 business banks in Kenya where Heads of HR were focused on. Census sampling technique was utilized to gather information. The study discovered that money related, scholarly, ecological, social and physical wellbeing programs enhanced employee's performance. Social welfare programs enable employees to link with individuals from various companies where they share thoughts which might be useful to their work environment. Physical welfare programs are important to employees as they keep them stable, which is an advantage for the company.

Nyakwara, Shiundu and Gongera (2014) assessed the employee welfare as a mediation system of modern agitation on organization performance at Mumias Company, Kenya. The results from the study showed that the real types of modern frustrations experienced by MSC were strikes and the primary driver of this was firmness of terms and states of work. The study reasoned that modern distress mediation systems utilized at MSC did address the issue of frustrations as well as upgraded performance of the company. Lagat, Mutai and Kosgey (2014) investigated the significance of employee welfare and performance in UASU, Kenya. The study indicated that trading organization assumes a key aspect in improving employee welfare and performance in organization. Results

showed that the UASU had extraordinary yet positive effects on the factors influencing employee welfare and, thus, employee performance.

Sayeed and Sinha (2011) investigated the connection between working environment welfare schemes, work fulfillment and performance measures on the two gatherings of test working in high work environment wellbeing and low working environment wellbeing organization. The outcome uncovered that workplace welfare measurements are identified with work fulfillment in both the sorts of organization. A study amongst high and low working environment wellbeing on organization additionally showed a systematic variety in the connection design that is, a company with low working environment wellness proposed to yield similarly better connection between working environment wellness measurements and performance measures than the company with high working environment wellness.

2.2.2 Training and employee performance

Korkeakoulu and Nassazi (2013) conducted a study to evaluate the effects of training on employee performance, targeting the media transmission industry in Uganda. The study focused mainly on three case studies of the largest media transmission organizations working in Uganda. A qualitative research approach for collecting data was adopted using a questionnaire that comprised of 18 questions where the questionnaires were circulated to 120 respondents. In light of this illustration the results acquired demonstrated that the training is an undeniable effect on the performance of employee. In the insurance sector, the training and development function holds a key obligation by helping employees to upgrade their performance consistently. The study concentrated on the media transmission industry in a different country, in this case, the findings can't be applied in this investigation.

Gamage (2013) carried out a study for recognizing the importance of training and employee development of the call center staff of the Sri Lanka Telecom. The performance was estimated with the measurements of employee productivity, absenteeism and job satisfaction. The study revealed that that there is an imperative positive association between the training & development and the employee productivity.

The study subordinate variable was employee development. This study will center on employee performance as the dependent variable.

Elnaga and Imran (2013) conducted a study in deciding whether training plays a fundamental role in the building of competencies of new and also current employees to carry out their tasks in an effective way. This study mainly focuses on the role of training in enhancing performance of the employees. It also enables employees to hold future position in an organization with full potential and helps in curbing deficits in any job related area. Training is considered as a sort of investment by the firm that not only brings high profits on investments but also supports to attain a unique selling point or rather competitive advantage.

Waqar (2015) in his study on the effect of training on performance in pharmaceutical industry in Karachi Pakistan, in which the training is considered as self-ruling while subordinate variable, employee performance, having its performance territories, displaying joint effort, correspondence fitness, customer advantage, social relationship and reduced non-participation and its improvement regions that is, work satisfaction, employee motivation, new progressions, efficiencies in process and advancement in techniques as its levers. Four pharmaceutical organizations are chosen. A study of 356 employees by means of self-administrated questionnaire which led to the reaction rate of 96%. The study shows that when the employees get dynamic training, their level of performance would be high. The study was conducted in Pakistan in a pharmaceutical industry subsequently; the study can't be pertinent in the Kenyan setting.

As stated by Khan (2013) training and development exercises are presently similarly critical like other HR capacities. It is concerned about giving information and skill for a specific occupation. Training gives the chances to raise the profile improvement exercises in the organization. Training and development causes the employee to execute their functions commendably and henceforth training is helpful to diminish the issue of steady loss. On the off chance that a employee is enlisted for a specific employment, he/she ought to be given legitimate training as indicated by the work for which they have been selected. Absence of abilities has been referred to as one reason for employee turnover, in this way demonstrating the need for training, re-training and multi-skill training.

Matofari (2015) conducted a study to decide the effect of training practices on the performance of small and medium size hotel ventures in Mombasa County, Kenya. The study was particularly looking to determine the effect of the three segments of training practices in particular; training plans, training techniques and projects on the performance of the SMEs in the friendly business. The study was situated in 24 hotels in the County, which spoke to the units of study for this investigation. The study discovered that there is a positive influence between training practice factors and performance of SME hotels inside Mombasa County. The study additionally discovered that most examined SME hotels prefer on the job training technique to prepare their employees and awareness of employees' performance is the most favored strategy for assessment in the wake of training.

2.2.3 Compensation and employee performance

Omoayo (2014) evaluated the effect of remuneration systems at work performance of employee work agreement on only preferred private institutions in Ogun State, South - West Nigeria by use of questionnaires. He deduced that establishments which have more appropriate remuneration packages placed a positive effect on employee's performance. In this case, employee turnover is reduced thus promoting organization's productivity. The study was based on an individual employee performance while this study will be based on general areas of employee performance.

Muhammad (2014) analyzed the effect of compensation on employee performance on joint tasks on the performance of employee, by using SPSS as a statically device and inferred that compensation as motivators. Compensations will play an important role to enhance motivation of worker in an organization. In a study conducted in the hotel business by Posserried and Plantenga (2011) in the UK on the effects of prizes on employee performance, it was established that there exists a basic association between employee limit and worker's general performance. Further, the study figured out that in hotels where bosses had set up frameworks for redesigning employee's ability, performance had expanded all through. The study concentrated on the hospitality industry. This study will focus on the energy sector.

Njambi (2014) in a study to distinguish the elements that affect worker inspiration in Amref Health Africa in Kenya found that when an employee believes in their capacity to convey at work, their performance is guaranteed. When a worker needs trust in their capacity to perform obligations as declaration part of their set of working responsibilities, their performance endures. This is on the grounds that employees reflect performance desires from their directors. She recommends that organization that is trying to improve performance should first upgrade employees' capacities in skills, learning and experience. The study focused on a private institution. This study will focus on a public sector.

Tumwet (2011) in her study on effects of employees' incentive in Private Universities in Kenya concentrating on Kabarak University found that the use of social understanding, for example, compliments results in improved performance. This is considerably more compelling if done reliably and impartially.

Rukhmani, Ramesh and Jayakrishnan (2010) in a research conducted in Pakistan on the effect of intrinsic rewards on laborer's performance, concluded that an employee's ability is undoubtedly linked to their accomplishment. In the research, the employees' performance appraisal score was evaluated against their conviction that they had the elasticity to undertake their tasks. Employees World Health Organization pointed out that they had certainty in their ability to perform, doubtlessly remarkably within the performance assessment compared to people who didn't have assurance in their ability. Organization leadership may be a crucial, fundamental and binding issue that influences the perceptions firm employees have regarding themselves. Productive leaders recognize the significance of modeling the manner for workers thus build their confidence in their capability to perform their tasks.

2.2.4 Leadership and employee performance

Wanjala (2014) conducted a study to explore the leadership style of managers and how it influences the employee job performance in the hospitality industry. Descriptive research design was considered for this study since the study was involved in understanding the circumstance 'how' in relation to the variables. The research design used was a survey design, simple random sampling was used to select the sample size of one hundred and forty-four respondents (144), selected from a population of one hundred and ninety

persons. A structured questionnaire was used to collect data. The questionnaire was distributed to the respondents and once collected; the data was analyzed using the Statistical Package for Social Science (SPSS). Central tendency was measured by use of descriptive statistics through use of mean scores, percentages, frequencies and presented in tables, graphs, charts and cross tabulation. Regression analysis was adopted to determine the relationship between the research variables. The research determined that the democratic and transformational leadership styles are extensively used at the Safari Park Hotel. The study also affirmed that the leadership style of a manager influences the employee job performance either negatively or positively. Lastly, the research found that there were satisfying administrative practices in the hospitality sector. It was worked out that the leadership style of a manager affected the employee job performance. The study was specific on leadership style as compared to other aspects of leadership.

Crompton (2012) carried out a study on the effect of business coaching and mentoring on small to-medium venture performance and development. The study targeted 200 fast-growth entrepreneurs, 50% of whom used business coaches. The findings uncover that an organized training and business training program positively affected encounters of entrepreneurs who had already gotten business guidance, with an essential ingredient giving off an impression of being the proper coordination between business mentors and business coaches. The study was particular on the kind of training. This study will consider the effect of different kinds training on employee performance.

Nyakio (2013) conducted a study on the effect of mentorship programs on business performance amongst micro, small and medium enterprises (MSMEs) in Nairobi County. The study utilized descriptive research design focusing on mentees. A simple random sampling was then adopted to select the sample. Descriptive statistics were used to analyze the data. The findings established that the entrepreneurs experience different challenges which said a lot in terms of adequacy on the mentorship program on organization. The study deduced that mentorship program is not a huge indicator of general firm/business performance. The dependent variable of the study was business performance; this study will focus on employee performance.

Rahmisyari (2015) carried out a study on the effect of leadership style, organization culture, and employees' development on industrial performance. Information was assembled from 100 respondents by using simple random sampling method. The finding demonstrates that there is critical effect of leadership style, organizational culture, employee development and training on employee performance all the while. Moreover, there is negative and no significant effect of leadership style on employee performance partially and despite what might be expected, there is positive and significant effect of organizational culture, employee development and training on employee performance partially. The dependent variable of the study was industrial performance. This study will mainly focus on employee performance as the dependent variable.

Rassol (2015) considered leadership styles and its effect on employee's performance in health sector of Pakistan and concluded that transformational leadership styles have more positive effect on employee performance than transactional leadership. He discovered that transformational leadership can perform better in natural setting where focus is mainly on competitive advantage. Outcome of this study additionally investigated that the effect of value-based leadership was not as strong as that of transformational leadership on job performance.

Raja and Palanichamy (2015) analyzed the effect of leadership styles on employee performance in public versus private sector businesses in India. From 43 middle-level managers and 156 subordinates, the study outcomes indicate adequate proof, at the 5% level of implication, that there is a direct positive connection between transformational leadership and employee performance, there is positive connection between value-based leadership and employee performance. However, the study found out that laissez faire leadership had a negative association with the employee performance/results.

Ojokuku (2012) examined the effect of leadership style on organizational performance: A case study of Nigeria banks. The sample size that was used is 60. The study contained twenty of random picked banks in Ibadan, Nigeria. A structured questionnaire was used to gather data from the heads of accountants, heads of operations, and branch managers on a face-to-face basis. Inferential statistical tool was used and one hypothesis was formulated to analyze data. Regression analysis was used to study the dimensions of

significant effect of leadership style on followers and performance. The findings showed that there was positive and negative correlation between performance and leadership style. There was 23 percent variance of performance found in leadership style jointly predict organizational performance. This study concluded that transformational and democratic leadership styles have positive effect on both performance and followers, and are highly recommended to banks especially in this global competitive environment.

Sakiru, (2013) conducted an exploration on title in connection between employee performance, leadership styles and ardent knowledge in an organization in Malaysia. Sample size used by the researcher is 180. Data was collected using three instruments; multi factor leadership questionnaire, ECP and parastatal performance evaluation process. Work performance was taken and recorded using organization's performance evaluation process. ECP factors are used to measure emotional intelligence. Cronbach's alpha reliability coefficient is used for MQL factors. Linear regression analysis is used. These findings concluded that there is a substantial relationship between worker performance with emotional intelligent and leadership style.

Omar., Dahalan., Mohammed., Shah and Azman (2016) conducted a study to decide the effect of manager input and ergonomics towards work performance among employees at one of Malaysia's cutting-edge government office. The study was quantitatively conducted using standardized questionnaires where 82 respondents participated. The results disclosed that supervisor feedback and ergonomic were significantly and positively impacted job performance.

2.2.5 Employee Performance

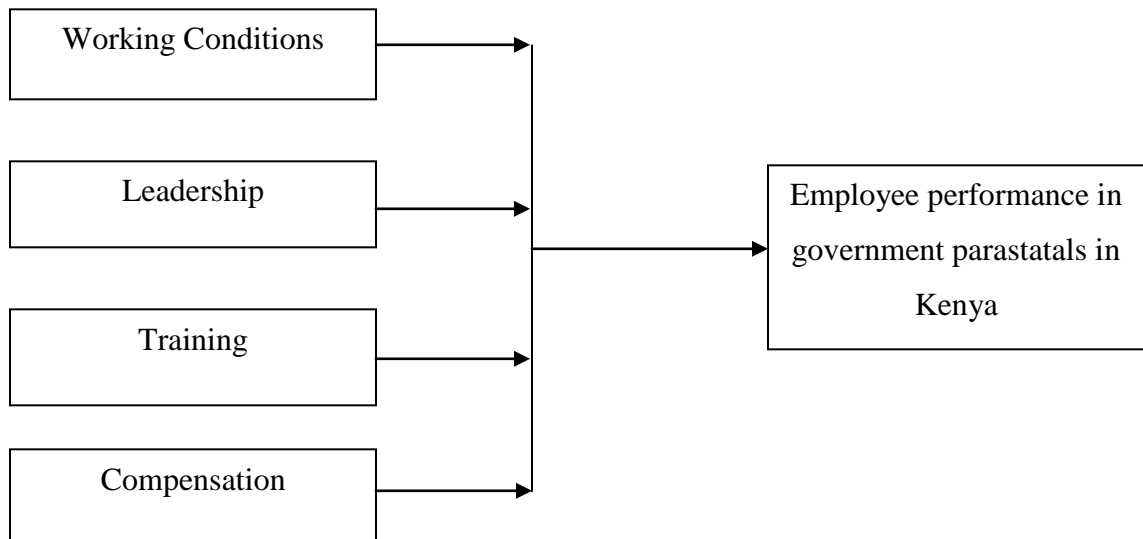
Employee performance is characterized as the workers' result or commitment in reference to the achievement of set objectives (Herbert, John and Lee 2014). Performance might be used to show what an organization's achievements in reference to forms, relevance, results, and achievement. Employee performance is likewise characterized as the accomplishment of set norms as far as precision, and fulfillment over a predefined timeframe (Afshan, 2012). The level of workers' performance is needed on their genuine abilities as well as on the level of inspiration displayed by the people.

Platt and Sobotka (2010) established that employee performance is the consolidated after effect of exertion, capacity and impression of errands. The variables that influence the level of individual performance are inspiration, capacity and chance to take part (Armstrong, 2009). He sees performance as a component of capacity and inspiration. There are various elements that influence employee performance, the work environment condition affects most their level of inspiration consequently their performance. Stup (2013) depicts a few elements towards the accomplishment of employees' performance. These variables incorporate physical condition, gear, significant work, performance desire, input on performance, awful framework among others. He concludes that, to have a standard performance, bosses need to keep their employees' assignment on track in order to accomplish the hierarchical objectives.

2.3 Conceptual Framework

Independent Variables

Dependent Variable



2.4 Operationalization of Variables

Figure 2.2 Operationalization of Variables

Variables	Indicators	Measurement	Methods of Analysis
Working Condition	a) Job Security b) Time of Work c) Work life balance	Likert scale Questionnaires	a) Percentages b) Frequencies
Leadership	a) Decision Making b) Teamwork c) Minimal resistance to change	Likert scale Questionnaires	a) Percentages b) Frequencies
Training	a) Skills b) Knowledge c) Competency	Likert scale Questionnaires	a) Percentages b) Frequencies
Compensation	a) Commission b) Bonuses c) Overtime pay d) House allowance	Likert scale Questionnaires	a) Percentages b) Frequencies

2.5 Chapter Summary

The chapter has addressed the theories underlying the topic under the study and also the factors affecting employee performance in government parastatals in Kenya. This chapter provides a theory supporting the topic study. Various empirical reviews have addressed the various relationships between working condition, leadership, training and compensation on employee performance.

CHAPTER THREE

RESEARCH DESIGN AND METHODOLOGY

3.0 INTRODUCTION

This chapter discusses the research methodology that was used so as to meet the study's objectives. It highlights how the researcher gathered, organize, compile and analyze data in relation to the research problem in question. It therefore comprises of sub sections namely; research design target population, sampling design and procedure, data analysis methods and validity and reliability of research instruments.

3.1 Research Design

Research design refers to the method used to carry out a research. (Cooper & Schindler, 2011). This study adopted descriptive research design. This design involved collecting data that describe events and then organises, tabulates, depicts, and describes the data. Descriptive studies reveal the variables by answering who, what, and how questions. According to Mugenda and Mugenda (2011), descriptive design is a process of collecting data in order to answer the questions of the current status of the subject under study. It is advantageous since it is used extensively to describe behaviour, attitude, characteristic and values.

3.2 Target Population

According to Mugenda and Mugenda (2011), target population is an entire group of individual events, objects or an item having common observable characteristics with information that the researcher is interested. The study target population was 32 employees at Kenya Power Nakuru Branch. Table 3.1 indicate the distribution of employees

Table 3. 1: Target population

Department	Total
Human Resource	5
Finance	6
Information Technology	3
Survey	7
Business development	6
Energy transmission	5
Total	32

Source: Kenya Power Records (2018)

3.3 Sample and Sampling Technique

According to Kull (2007), sampling is the procedure by which a relatively small number of individuals, subjects or events are selected and analyzed in order to find out something about the entire population from which it was selected. Since the population was of manageable size, the researcher adopted census technique to incorporate all the targeted employees. Therefore, the researcher considered a sample of 32 employees who were involved directly with customers

3.4 Data collection Instrument

The study made use of both primary and secondary data. Primary data was collected by use of structured questionnaires. The questionnaire was considered since it is an efficient way of gathering information as compared to other instruments. In addition, questionnaires give the researcher comprehensive data on a wide range of factors. The questionnaires contained structured questions which facilitated an easier analysis as they are in immediate usable form (Kothari, 2010).

3.5 Pilot Test

Pilot tests help the researchers to gain valuable insights into the process and make necessary adjustments to avoid major problems. The results helped the researcher to correct inconsistencies arising from the instruments, which ensures that they measure what is intended (Madu, 2015). A pilot study was conducted on 4 respondents representing 10% of the sample size who were drawn from Kenya Power Company Naivasha Branch. Those who participated in the pilot were excluded from the main study

3.5.1 Validity

Validity of research instrument will be achieved through professional guidance of the research supervisor. Validity is the degree to which results from the analyzed data which actually represents the phenomena under study. After the researcher had prepared the questionnaire, they will be read and validated by the supervisor (Kothari, 2010).

3.5.2 Reliability Test

Reliability of the questionnaire measures the degree to which an instrument measures the same way each time it is used or the ability to replicate the same results upon repeating the research using the data collection instrument in similar conditions (Kothari, 2010). Measure of internal consistency technique method was used to assess reliability of the instrument. A reliability coefficient (Cronbach's Coefficient Alpha) was computed to indicate reliability of the instrument. The Cronbach's coefficient alpha was 0.78 which was within the acceptable range of 0.6-0.7 according to Kombo & Tromp (2009).

3.6 Data Collection Procedure

Data collection process commenced by writing a formal letter to the organization authorizing the student to collect data. The researcher took the letter to the organization management for the purposes of seeking formal authorization to undertake data collection. After the necessary authorization from the organization, the questionnaires were delivered to the respondents. The potential respondents were required first to consent to the introduction letter which was presented to them indicating that their contribution was voluntary in nature and their responses were kept anonymous. The questionnaires were collected after two weeks to enhance the response rate.

3.7 Data Analysis Method and Presentation

Data analysis involves reduction of accumulated data to a manageable size, developing summaries, looking for patterns and applying statistical techniques (Somek, 2015). Data collected in this study was quantitative in nature. Descriptive statistics such as percentages was used to analyse data. Data was later presented in tables.

3.8 Ethical Consideration

3.8.1 Voluntary Participation

Voluntary participation entails ensuring that all the respondents involved in the research did it out of free will. No one was forced. The employees had a choice to choose whether to participate at any point in time without having a negative impact on the program or their involvement in future.

3.8.2 Confidentiality

Confidentiality meant that all the information would not be made public or accessed by anyone person other than the researcher. The employees were assured of the confidentiality of all the information provided. This assisted in improving the response rate of the respondents.

3.8.3 Informed Consent

This involved obtaining necessary permission from both the university administration and the management of Kenya Power Limited Nakuru. Their permission was useful in ensuring that this research study was successfully completed so that the findings collected in the consequent stages does not breach the rules and regulations laid down when undertaking this research work.

3.9 Chapter Summary

This chapter explains the design and the methodology of the research study. It contains the descriptive as a study design, target population of 32 employees, census techniques as sampling technique, the use of questionnaire as data collection instrument, quantitatively as methods of data analysis and the use of figures and tables as a way that was used to present the findings of the

CHAPTER FOUR

RESEARCH FINDINGS AND DISCUSSIONS

4.0 INTRODUCTION

The chapter analyses, interprets and presents the study findings as per the aim of this study, which was to with a particular focus on of The Kenya Power and Lighting Company-Nakuru Branch. The chapter begins with demographic information, followed by findings on the objectives of the study.

4.1 Research Findings and Discussions

4.1.1 Response Rate

Response rate is the number of questionnaires that are successfully filled and returned or collected against the questionnaires that are issued to the respondents. To this effect, 32 questionnaires were issued out of which 31 were fully completed representing 97 per cent response rate which was way above the accepted questionnaire return rate of 70 per cent (Mugenda and Mugenda, 2003).

4.1.2 Gender of the Respondents

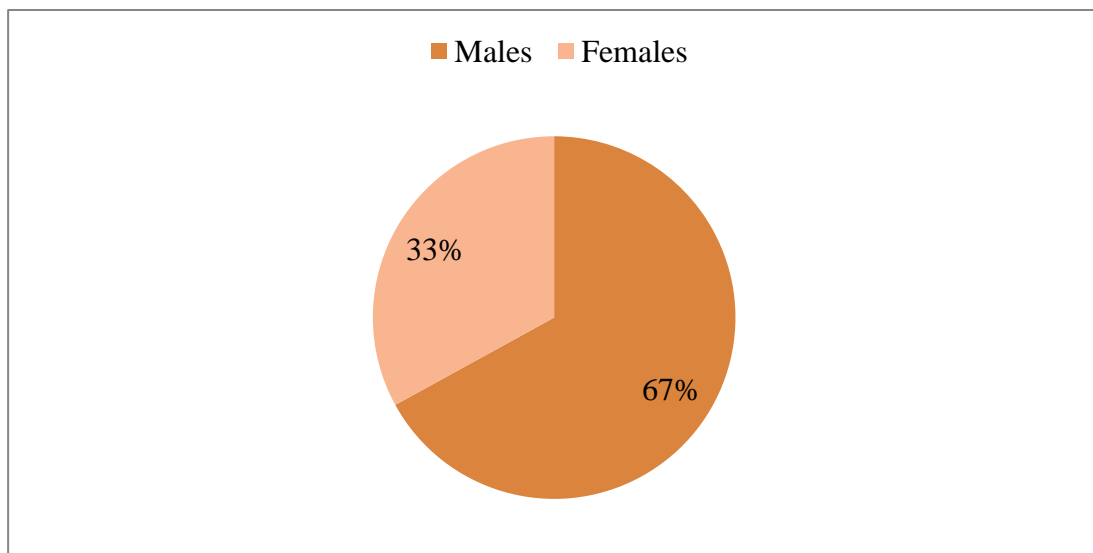


Figure 4.1: Gender of respondents

The researcher sought to find out gender distribution of respondent. The finding revealed that 67% of the respondents were male and 33% were female. This reveals that there is a slight difference in gender distribution among respondent involve which meets the one third gender rule as per the Kenyan 2010 constitution.

4.1.3 Respondents' Education Level

Table 4.1: Education Level

Education level	Frequency	Percentage %
Post Graduate	4	13
University Degree	20	64
Diploma	7	23
Total	31	100

Table 4.1 shows the respondents' education level. The researcher sought to determine respondent's level of education. The finding revealed that 13% of the respondents had attained post graduate education 64% had a university degree while 23% had attained diploma education. This show that majority of respondent had a university degree and hence were conversant with the issues raised.

4.1.4 Length of Service in the organization

Table 4.2: Length of Service in the organization

Duration in Years	Frequency	Percentage (%)
Less than 3 Years	1	3
3-9 Years	9	29
10-12 Years	15	48
More than 12 Years	6	19
Total	31	100

Table 4.2 shows the length of service in the organization. The findings revealed that 3% of the respondents had worked less than 1 year, 29% of the respondents had worked for

3-9 years, 48% of the respondents had worked for 10-12 years while 19% of the respondents had worked for more than 12 years. This implied that majority of the respondents had a rich experience in the area of study.

4.1.5 Working condition on employee performance

Table 4.3: Whether organization provides flexi- time to help employee balance their work and personal life.

	Frequency	Percentage
Strongly Agree	15	49
Agree	14	45
Undecided	2	6
Disagree	0	0
Strongly Disagree	0	0
Total	31	100

Table 4.3 shows the opinion of the respondents on whether the organization provides flexi- time to help employee balance their work and personal life. The researcher sought to determine whether organization provides flexi- time to help employee balance their work and personal life. From the findings 49% of the respondents strongly agreed, 45% of the respondents agreed, while 6 % of the respondents were Undecided. This implies that the Kenya Power Company Nakuru provides flexi- time to help employee balance their work and personal life. Maintaining a healthy work-life balance is not only important for health and relationships, but it can also improve your employee's productivity, and ultimately performance.

Table 4.4: Whether organization offer employee with compassionate leave days

	Frequency	Percentage
Strongly Agree	9	29
Agree	14	45
Undecided	7	23
Disagree	1	3
Strongly Disagree	0	0
Total	31	100

Table 4.4 shows whether organization offer employee with compassionate leave days it was revealed that a total of 29% of the respondents strongly agreed 45% of the respondents agreed, 23% of the respondents undecided while 3 % of the respondents disagreed. This implies that the company offer employee with compassionate leave days

Table 4.5: Employees are able to balance their work priorities with their personal life.

	Frequency	Percentage
Strongly Agree	10	32
Agree	13	42
Undecided	7	23
Disagree	1	3
Strongly Disagree	0	0
Total	31	100

Table 4.5 shows whether employees are able to stabilize their work priorities with their personal life it was revealed that a total of 32% of the respondents strongly agreed, 42% of the respondents agreed, 23% of the respondents were undecided while 3% of the respondents disagreed. This implies that employees are able to balance their work priorities with their personal life balancing work and personal life is one of the challenges

employees face and struggle with. This agrees with a study by Platt and Sobotka (2010) who argued that more and more organizations are implementing best practices when it comes to achieving work life balance for their employees. This is because they know that by doing so will be beneficial not only to their staff but also to their companies as well.

Table 4.6: Whether the quality of workstation equipment is adequate and in good shape to work effectively

	Frequency	Percentage
Strongly Agree	13	42
Agree	16	52
Undecided	2	6
Disagree	0	0
Strongly Disagree	0	0
Total	31	100

Table 4.6 shows whether the quality of workstation equipment is adequate and in good shape to work effectively. The statement was confirmed through the following responses whereby 42% of the respondents strongly agreed, 52% of the respondents agreed while 6% of the respondents were Undecided. This implies that quality of workstation equipment are adequate and in good shape to work effectively. The findings agrees with a study by Chinyerere (2014) who found out that suitable workstation and equipment designs as well as condition of work posture are aspects of ergonomic factors that contributed significantly in at training a higher level of job satisfaction

4.1.6 Leadership on employee performance

Table 4.7: The senior management engage junior employees in decision making process which enhance their commitment to the organization goals and objectives

	Frequency	Percentage
Strongly Agree	16	52
Agree	13	42
Undecided	2	6
Disagree	0	0
Strongly Disagree	0	0
Total	31	100

The response on table 4.7 shows the results on whether senior management engage junior employees in decision making process which enhance their commitment to the organization goals and objectives. The analysis showed that 52% of the respondents strongly agreed, 42% of the respondents agreed while 6% of the respondents were undecided. From the findings indicated that senior management engages junior employees in decision making process which enhances their commitment to the organization goals and objectives. This in line with Omoayo (2014) who agreed that when there is only one person or a handful of people making a decision, the decision-making process can become narrow and focused on one topic or one outcome. When the senior management involves more minds, different ideas may be brought to light and solutions may be proposed that were never before thought of. Employees may understand that their everyday actions help or hurt the company, but it's difficult for them to see that impact directly. When an employee sees that his input helped implement a beneficial company change, he can see his impact; it makes him feel that he's making a difference.

Table 4.8: The organization has set up policies that encourage team-work among employees

	Frequency	Percentage
Strongly Agree	17	55
Agree	11	35
Undecided	2	7
Disagree	1	3
Strongly Disagree	0	0
Total	31	100

In addition the researcher sought to determine whether the organization have set up policies that encourage team-work among employees. From the findings 55% of the respondents strongly agreed, 35% of the respondents agreed, 7% of the respondents were undecided while 3% of the respondents disagreed organizations have set up policies that encourage team-work among employees. When a group of employees works collaboratively in pursuit of an assigned project or goal, the work atmosphere is altered, sometimes profoundly for the better. Business teamwork also improves morale and helps individuals feel more fulfilled in the workplace.

Table 4.9: The management engages employees when making key organization changes which reduce resistance

	Frequency	Percentage
Strongly Agree	14	45
Agree	13	42
Undecided	3	10
Disagree	1	3
Strongly Disagree	0	0
Total	31	100

Table 4.9 shows whether the management engages employees when making key organization changes which reduce resistance. The responses were as follows 45% of the respondents strongly agreed, 42% of the respondents agreed 10% of the respondents were undecided while 3% of the respondents disagrees. This meant that management engages employees when making key organization changes which reduce resistance

4.1.7 Training on employee performance

Table 4.10: The organization helps identify employees training and development needs through performance appraisals

	Frequency	Percentage
Strongly Agree	16	52
Agree	13	42
Undecided	2	6
Disagree	0	0
Strongly Disagree	0	0
Total	31	100

Table 4.10 established whether the organization helps identify employees training and development needs through performance appraisals. In regard to the responses 52% of

the respondents strongly agreed, 42% of the respondents agreed while 6% of the respondents were Undecided. This implies that majority agreed that training and development needs through performance appraisals.

Table 4.11: Skills gained through training motivate employees to efficiently perform their duties

	Frequency	Percentage
Strongly Agree	15	48
Agree	13	42
Undecided	3	10
Disagree	0	0
Strongly Disagree	0	0
Total	31	100

Table 4.11 shows the response on whether skills gained through training motivate employees to efficiently perform their duties. It was found that 48 % of the respondents strongly agreed, 42% of the respondents agreed while 10% of the respondents were undecided. This indicates many of the respondents agreed that skills gained through training motivate employees to efficiently perform their duties. The study agrees with Elnaga and Imran (2013) who argue that skills gained through training motivate employees to efficiently perform their duties

Table 4. 12: Training of employees is very significant during job rotation

	Frequency	Percentage
Strongly Agree	12	39
Agree	13	42
Undecided	5	16
Disagree	1	3
Strongly Disagree	0	0
Total	31	100

Table 4.12 showed the response on whether training of employees is very significant during job rotation. The analysis showed that study 39% of the respondents strongly agreed, 42% of the respondents agreed, 16% of the respondents were undecided while 3% of the respondents disagreed. This showed that majority of the respondents strongly agreed that training of employees is very significant during job rotation. A properly planned and carried job rotation process plays an essential role in strengthening the position of an organization and helps it deal with uncertain outer environment. Companies that promote role rotation can make themselves more attractive employers. Job rotations broaden skills because they expose employees to different functional areas of the company.

Table 4.13: Training on managerial skills improves the administrative capacity of managers

	Frequency	Percentage
Strongly Agree	10	32
Agree	17	55
Undecided	3	10
Disagree	1	3
Strongly Disagree	0	0
Total	31	100

The researcher sought to determine whether training on managerial skills improves the administrative capacity of managers. From the findings 32% of the respondents strongly agreed, 55% of the respondents agreed, 10% of the respondents were undecided while 3% of the respondents disagreed. This indicates that majority of the respondents strongly agreed that training on managerial skills improves the administrative capacity of managers.

4.1.8 Compensation on employee performance

Table 4.14: Free and fair promotion enhance employee motivation

	Frequency	Percentage
Strongly Agree	11	35
Agree	14	45
Undecided	4	13
Disagree	2	7
Strongly Disagree	0	0
Total	31	100

Table 4.14 shows the result on whether free and fair promotion enhances employee motivation. From the findings 35% of the respondents strongly agreed, 45% of the respondents agreed, 13% of the respondents were undecided while 7% of the respondents disagreed. This indicated that many of the respondents agreed that free and fair promotion enhances employee motivation. The study agrees with Deeprose (2010) who argued that fair chances of promotion according to employee's ability and skills make employee more loyal to their work and become a source of pertinent workability for the employee.

Table 4.15: The organization promote employee on the basis of academic qualification and experience

	Frequency	Percentage
Strongly Agree	14	45
Agree	13	42
Undecided	3	10
Disagree	1	3
Strongly Disagree	0	0
Total	31	100

Table 4.15 shows the response on whether the organization promote employee on the basis of academic qualification and experience. The analysis showed that study 45% of the respondents strongly agreed, 42% of the respondents agreed, 10% of the respondents were undecided while 3% of the respondents disagreed. This disclosed that majority of the respondents strongly agreed that Kenya Power Company promote employee on the basis of academic qualification and experience

Table 4.16: The organization has an annual reward ceremony to acknowledge the best performing employee

	Frequency	Percentage
Strongly Agree	12	39
Agree	15	49
Undecided	4	6
Disagree	2	6
Strongly Disagree	0	0
Total	31	100

Table 4.16 shows the response on whether the organization has an annual reward ceremony to acknowledge the best performing employee. The analysis showed that study 39% of the respondents strongly agreed, 49% of the respondents agreed 6% of the respondents were undecided and disagreed respectively. This showed that majority of the respondents strongly agreed that the organization has an annual reward ceremony to acknowledge the best performing employee. The findings agree with Armstrong (2016) who stated that bonus provide rewards related to business performance to increase commitment and engagement.

Table 4.17: The organization provide welfare facilities such as houses and medical facilities

	Frequency	Percentage
Strongly Agree	10	32
Agree	18	58
Undecided	2	6
Disagree	1	3
Strongly Disagree	0	0
Total	31	100

Table 4.17 shows whether the organization provide welfare facilities such as houses and medical facilities it was revealed that a total of 32% of the respondents strongly agreed 58% of the respondents agreed, 6% of the respondents were undecided while 3% of the respondents disagreed. This implies that organization provide welfare facilities such as houses and medical facilities. Pratheepkanth (2011) equally argues that salaries and wages can only enhance employee performance to a certain threshold. Once the threshold has been reached for individual employees, salaries and wages are no longer perceived as motivational, or having capability to enhance performance.

Table 4.18: The organization provide monetary bonuses

	Frequency	Percentage
Strongly Agree	14	45
Agree	15	48
Undecided	2	7
Disagree	0	0
Strongly Disagree	0	0
Total	31	100

On whether the organization provide monetary bonuses it was revealed that a total of 45% of the respondents strongly agreed 48% of the respondents agreed while 7% of the

respondents were undecided. This implies that organization provide monetary bonuses. The study agrees with Chiu et al., (2012) who argue that rewards/allowances tend to retain people because high reward levels lead to high job satisfaction, commitment, and loyalty. Therefore, when employees feel they are not being rewarded as they expected, it will decrease their job satisfaction leading to low performance

4.1.9 Employee performance

Table 4.19: Employee understand the link between their job and the company's broad goals

	Frequency	Percentage
Strongly Agree	13	42
Agree	17	55
Undecided	1	3
Disagree	0	0
Strongly Disagree	0	0
Total	31	100

Table 4.19 established whether employee understand the link between their job and the company's broad goals. In regard to the responses 42% of the respondents strongly agreed, 55% of the respondents agreed while 3% of the respondents were undecided. This implies that majority agreed that employee understand the link between their job and the company's broad goals. When employees don't feel supported in their goals or don't see opportunities for advancement within their company they become disengaged.

Table 4.20: Employees are accountable for achieving specific measurable results

	Frequency	Percentage
Strongly Agree	16	52
Agree	11	35
Undecided	3	10
Disagree	1	3
Strongly Disagree	0	0
Total	31	100

Table 4.20 shows the response on whether employees are accountable for achieving specific measurable results. It was found that 52 % of the respondents strongly agreed, 35% of the respondents agreed, 10% of the respondents were undecided while 3% of the respondents disagreed. This shows many of the respondents agreed that employees are accountable for achieving specific measurable results. When one employee is not accountable it results to overall delay of the entire team.

Table 4. 21: Employee meets their goals on time and as expected

	Frequency	Percentage
Strongly Agree	21	68
Agree	9	29
Undecided	1	3
Disagree	0	0
Strongly Disagree	0	0
Total	31	100

Table 4.21 shows the response on whether employees meet their goals on time and as expected. The analysis showed that study 68% of the respondents strongly agreed, 29% of the respondents agreed while 3% of the respondents were Undecided. This showed that majority of the respondents strongly agreed that employees meet their goals on time and as expected.

Table 4.22: Employee are promoted on performance

	Frequency	Percentage
Strongly Agree	14	45
Agree	12	39
Undecided	4	13
Disagree	1	3
Strongly Disagree	0	0
Total	31	100

Table 4.22 shows the researcher determines whether employees are promoted on performance. From the findings 45% of the respondents strongly agreed, 39% of the respondents agreed, 13% of the respondents were undecided while 3% of the respondents disagreed. This implies that majority of the respondents strongly agreed that employees are promoted on performance. The study agrees with Singh (2014) who argues pay for performance plans offer significant opportunities for improved employee performance, incentives have become a larger portion of total executive pay and have become part of the compensation design for a wider range of employee levels and categories.

Table 4.23: Employee have good relationship with one another

	Frequency	Percentage
Strongly Agree	17	55
Agree	9	29
Undecided	5	16
Disagree	0	0
Strongly Disagree	0	0
Total	31	100

Table 4.23 shoes whether employee have good relationship with one another. From the findings 55% of the respondents strongly agreed, 29% of the respondents agreed while 16% of the respondents were undecided. This implies that majority of the respondents strongly agreed that employee have good relationship with one another

CHAPTER FIVE: SUMMARY, CONCLUSIONS AND RECOMMENDATIONS

5.0 Introduction

This chapter majorly focused on the answers to the research questions that were derived from the research study being the summary of the findings, conclusion, recommendations and suggestion for further research.

5.1 Summary of Findings

5.1.1 To determine the effect of working conditions on employee performance in government parastatals in Kenya

From the findings, it was established that the organization provides flexi- time to help employee balance their work and personal life. Maintaining a healthy work-life balance is not only important for health and relationships, but it can also improve your employee's productivity, and ultimately performance. The study further established that quality of workstation equipment are adequate and in good shape to work effectively. The findings agrees with a study by Chinyerere (2014) determined suitable workstation and equipment designs as well as condition of work posture are aspects of ergonomic factors that contributed significantly in at training a higher level of job satisfaction

5.1.2 To investigate how leadership affect employee performance in government parastatals in Kenya.

The summary of finding showed that the organization has set up policies that encourage team-work among employees. When a group of employees works collaboratively in pursuit of an assigned project or goal, the work atmosphere is altered, sometimes profoundly for the better. Business teamwork also improves morale and helps individuals feel more fulfilled in the workplace. The findings further revealed that the management engages employees when making key organization changes which reduce resistance. From the study it was also discovered that the management assesses working environment to identify factors that may affect workers safety. The study agrees with Wanjala (2014) who argued that the leadership style of a manager influenced the employee job performance.

5.1.3 To establish the effect of training on employee performance in government parastatals in Kenya

From the findings it was established that skills gained through training motivate employees to efficiently perform their duties. The study agrees with Elnaga and Imran (2013) who argue that skills gained through training motivate employees to efficiently perform their duties. From the assertions, it was revealed that majority of the respondents agreed that training and development needs through performance appraisals. Majority of the respondents strongly agreed that training on managerial skills improves the administrative capacity of managers.

5.1.4 To find out how compensation affect employee performance in government parastatals in Kenya

The analysis showed summarized findings addressing the effect of compensation on employee turnover. The finding indicates that free and fair promotion enhances employee motivation. The study agrees with Deeprose (2010) who argued that fair chances of promotion according to employee's ability and skills make employee more loyal to their work and become a source of pertinent workability for the employee. The analysis further revealed that the organization has an annual reward ceremony to acknowledge the best performing employee. The findings agree with Armstrong (2016) who stated that bonus provide rewards related to business performance to increase commitment and engagement.

5.2 Conclusions

It was concluded that balancing work and personal life is one of the challenges workers face and struggle with. However, Kenya Power is executing best practices when it comes to achieving work life balance for their employees. This is because they know that doing so will be beneficial not only to their staff but also to their companies as well. The findings also indicated that the company offer employee with compassionate leave days

The study further concluded that senior management engages junior employees in decision making process which enhances their commitment to the organization goals and objectives. When there is only one person or a handful of people making a decision, the

decision-making process can become narrow and focused on one topic or one outcome. When the management involves more minds, different ideas may be brought to light and solutions may be proposed that were never before. Employees may understand that their everyday actions help or hurt the company, but it's difficult for them to see that impact directly. When an employee sees that his input helped implement a beneficial company change, he can see his impact; it makes him feel that he's making a difference.

In training of employees, the study noted that training of employees is very significant during job rotation. A well conducted job rotation process plays an essential role in strengthening the position of an organization and helps it deal with uncertain and tentative outer environment. Companies that promote role rotation can make themselves more attractive employers. Job rotations broaden skills because they expose employees to different functional areas of the company.

Finally, the researcher concluded that Kenya Power Company promotes employee on the basis of academic qualification and experience. The study further concluded that organization provide welfare facilities such as houses and medical facilities. Salaries and wages can only enhance employee performance to a certain threshold. Once the threshold has been reached for individual employees, salaries and wages are no longer perceived as motivational, or having capability to enhance performance.

5.3 Recommendations

Kenya power should have a well executed program in place for their employees work life balance as this can be a great factor to motivate and improve their performance. The management should try as much as possible to build a work environment that attracts, retain and motivate its employees so as to help them work comfortable and increase the productivity of the organization.

Government institutions should also ensure that the workplace environment is comfortable enough to support employee performance by improving the working conditions this will consequently increase employee performance. When the work environmental conditions are sound, employees are better equipped to do what is expected of them. Through this, they will be able to achieve organizational goals. Since the work environment is at the core of influencing employees' performance, these

organizations should work hard at making every needed resource available and making sure that the work environment supports their employee performance.

Organization should organize for training and development programs that tend not to feel value for them. Employees should be made to undergo periodic training on office ergonomics issues such as correct sitting posture, the right way to use and adjust computer monitor to avoid neck, back and eye strain, how to reduce stress and strains in repetitive work and how to avoid injury and disorders at the workplace. The researcher recommended that the organization should add and improve on the current working facilities such as working desks and comfortable chairs. This will ensure employees perform their daily duties in less time without supervision

The researcher further recommended that it is important for the Kenya Power Company to give compensation that are seen as having value this is because compensations that are perceived to be of no value can create a disincentive which will neutralize the effect of the compensation on their performance

5.4 Suggestion for Further Studies

The researcher suggested that further studies should be carried out to determine the effect of pay-for performance on employee performance in public institutions.

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APPENDIX I: LETTER OF INTRODUCTION

Dear Respondent,

I am a student at Management University of Africa. In partial fulfillment of the requirements for the award of a Degree in Management and Leadership (**Human Resource Management Option**), I am currently carrying out a study entitled

Factors affecting employee performance in government parastatals in Kenya with reference to the Kenya power and Lighting Company Limited -Nakuru

This questionnaire gives you a chance to express your views on the research topic. The information you give will be treated with utmost confidentiality and will be used for the purposes of this research study only. You are therefore NOT required to write your name on this questionnaire. Your cooperation will be highly appreciated.

Thank you.

Nandwa Sylvia Muganda

APPENDIX II: RESEARCH QUESTIONNAIRE

I am a student at Management University of Africa. I am currently carrying out a study entitled **FACTORS AFFECTING EMPLOYEE PERFORMANCE IN GOVERNMENT PARASTATALS IN KENYA**” You are kindly requested to give precise and honest information. Please fill in the required information in the spaces provides by placing a tick (✓) where appropriate.

Dear respondent,

Section A. RESPONDENTS DETAILS

1. What is your gender?

Male ()

Female ()

2. Highest education qualification attained

b) Diploma ()

c) University Degree ()

d) Post Graduate ()

3. How long have you been working in this organization?

a) Less than 3 years () b) 3-9 years ()

c) 10-12 years () d) More than 12 years ()

SECTION B: WORKING CONDITION

4. In a scale of 1-5, indicate the level of agreement regarding the following statement on the effect of working condition on employee performance. Key 5= Strongly Agree, 4= Agree, 3= Undecided, 2= Disagree and 1= Strongly Disagreed

	5	4	3	2	1
The organization provides flexi- time to help employee balance their work and personal life					
The organization offer compassionate leave days					
Employees are able to balance their work priorities with their personal life.					
The quality of workstation equipment are adequate and in good shape to work effectively					

SECTION C: LEADERSHIP

5. In a scale of 1-5, In a scale of 1-5, indicate the level of agreement regarding the following statement on the effect of leadership on employee performance. Key 5= Strongly Agree, 4= Agree, 3= Undecided, 2= Disagree and 1= Strongly Disagreed

	5	4	3	2	1
The senior management engage junior employees in decision making process which enhance their commitment to the organization goals and objectives					
The organization have set up policies that encourage team-work among employees					
The management engages employees when making key organization changes which reduce resistance					

SECTION D: TRAINING

6. In a scale of 1-5, in a scale of 1-5, indicate the level of agreement regarding the following statement on the effect of training on employee performance. Key 5= Strongly Agree, 4= Agree, 3= Undecided, 2= Disagree and 1= Strongly Disagreed

	5	4	3	2	1
The organization helps identify employees training and development needs through performance appraisals					
Skills gained through training motivate employees to efficiently perform their duties					
Training of employees is very significant during job rotation					
Training on managerial skills improves the administrative capacity of managers					

SECTION D: COMPENSATION

7. In a scale of 1-5, In a scale of 1-5, indicate the level of agreement regarding the following statement on the effect of compensation on employee performance. Key 5= Strongly Agree, 4= Agree, 3= Undecided, 2= Disagree and 1= Strongly Disagreed

	5	4	3	2	1
Free and fair promotion enhance employee motivation					
The organization promote employee on the basis of academic qualification and experience					
The organization have an annual reward ceremony to acknowledge the best performing employee					
The organization provide welfare facilities such as houses and medical facilities					
The organization provide monetary bonuses					

SECTION E: EMPLOYEE PERFORMANCE

8. In a scale of 1-5, indicate the level of agreement regarding the following statement on employee performance. Key 5= Strongly Agree, 4= Agree, 3= Undecided, 2= Disagree and 1= Strongly Disagreed

	5	4	3	2	1
Employee understand the link between their job and the company's broad goals					
Employees are accountable for achieving specific measurable results					
Employee meet their goals on time and as expected					
Employee are promoted on performance					
Employee have good relationship with one another					

Thank you for your cooperation